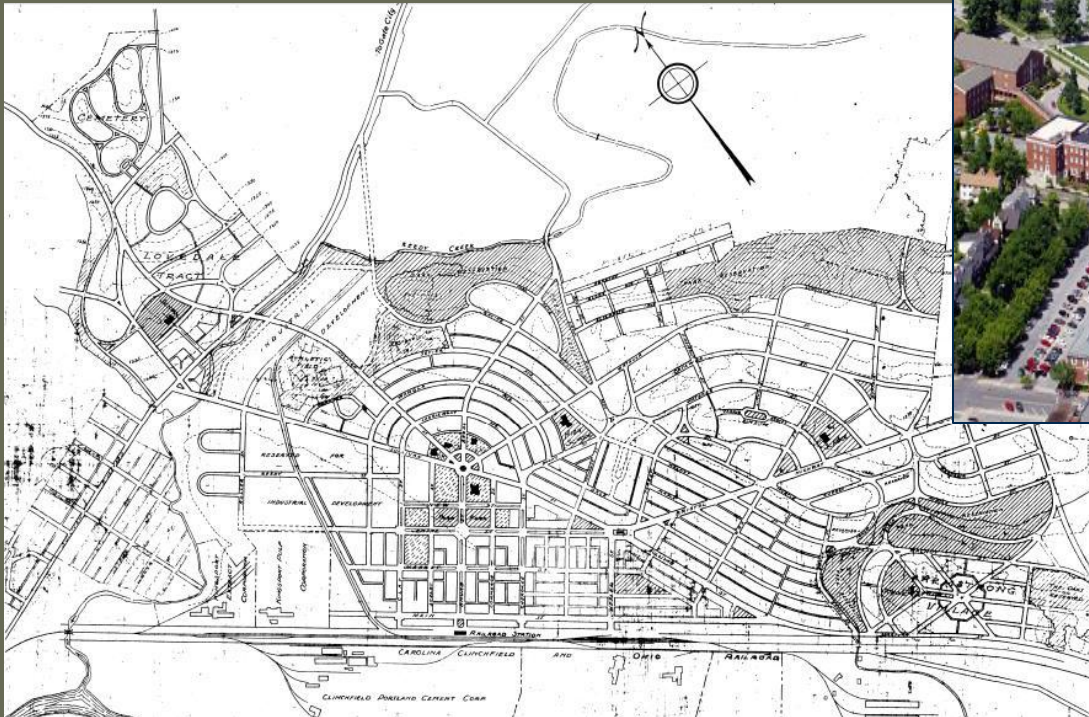


"The Kingsport Spirit"

"Were I to undertake to define the spirit underlying every step in the growth of Kingsport, from the days of its humblest beginning until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interest beneath the individual effort to assure the greater good for the greatest number."

~ J. Fred Johnson, 1937



GENERAL MAP of KINGSPORT TENNESSEE

COMPILED IN THE OFFICE OF
JOHN NOLEN CITY PLANNER
HARVARD SQ. CAMBRIDGE MASS.
1919

To Bristol

Kingsport

is the largest city in
Tennessee's
5th Largest Metro



Nashville-Murfreesboro-Franklin, TN	1,593,050
Memphis, TN-MS-AR	1,316,579
Knoxville, TN	699,180
Chattanooga, TN-GA	530,205
Kingsport, TN-VA	310,695
Clarksville, TN-KY	274,695
Johnson City, TN	198,974
Morristown, TN	136,787
Cleveland, TN	115,716
Jackson, TN	114,241
Cookeville, TN	105,761
Tullahoma, TN	100,447
Sevierville-Pigeon Forge-Gatlinburg, TN	90,072

Census Bureau, Metropolitan Statistical Area: 2010 ACS 1-year

Knoxville, TN	699,180
Greenville, SC	638,576
Chattanooga, TN-GA	530,205
Asheville, NC	422,752
Kingsport, TN-VA	310,695
Roanoke, VA	308,893
Charleston, WV	304,571
Spartanburg, SC	284,713
Charlottesville, VA	199,776
Johnson City, TN	198,974
Anderson (Clemson) , SC	187,269
Blacksburg (Virginia Tech)	161,768

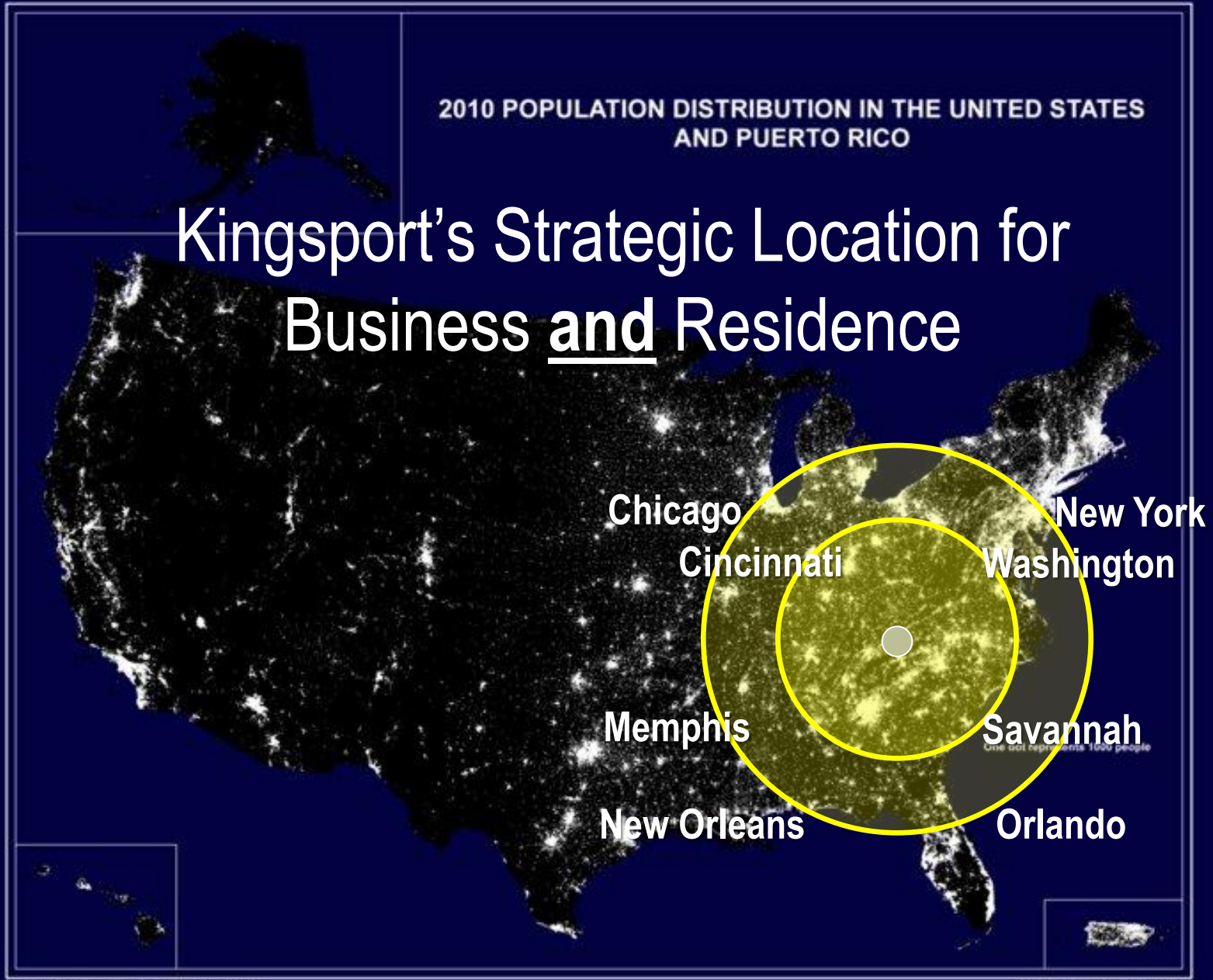
Census Bureau, Metropolitan Statistical Area: 2010 ACS 1-year

Kingsport is...
the largest city in the
5th Largest Metro in
America's
Mountain South



2010 POPULATION DISTRIBUTION IN THE UNITED STATES
AND PUERTO RICO

Kingsport's Strategic Location for Business and Residence



Employer Profile

NO. 55

Eastman Chemical Co.

Kingsport, Tenn. [South Atlantic]

<http://www.eastman.com>

<http://www.eastman.com/Company/Careers/>

Why You Want to Work There

The newest employees at this chemical firm in Kingsport, Tenn., go through a formal yet flexible onboarding program. The employee's entire workgroup is involved, and the new hire is also paired with a mentor. As part of the development process, employees can work in various areas of the organization to build their experience, and interested employees are also given opportunities outside of IT, in areas such as manufacturing, to enhance their skills. An IT Development Club gives newer employees a better understanding of the organization, helps them identify career opportunities and network with others to develop business relationships. The club hosts informational speakers – usually top IT leaders – and social events where employees can enjoy activities such as bowling or hiking. **Fluid schedules** Flexible or alternate work arrangements include standard workweeks compressed into fewer than five eight-hour days. Many employees choose to work four nine-hour days and one four-hour day. The company also caters to diverse interests through clubs such as the Eastman Professional Development Club, International Club and various recreation clubs. An annual merit review process awards pay increases based on individual performance and an employee/team recognition directly links rewards and recognition to short-term employee contributions to business objectives.

Rank by company size

Medium, No. 15

EMPLOYEE STATISTICS

Total employees

8,633

Total IT employees

320



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Waconia, Minnesota

Only 30 minutes west of the Twin Cities, and it boasts an outdoor playground of natural beauty...plus a community indoor water park. The town is an especially friendly place to build a primary care practice in or near Minneapolis/St. Paul, then come home to this cozy settlement of 9,000 on the shores of Lake Waconia.



Medical. Economics®

SMARTER BUSINESS. BETTER PATIENT CARE.



Kingsport, Tennessee

Recently named one of the best cities to practice medicine in America by

Medical Economics Magazine.

[CNNMoney.com](#) > [Small Business](#) > [Best Places to Launch](#)

BEST PLACES TO LAUNCH

The best metro areas for small business startups

2009 ▾

Full List

Near You

Find Loans

Business Climate

Costs

Fastest small business growth

Educated workers

Low crime

High income

Growing economy

Fastest small business growth

In these metro areas, the number of small businesses -- companies with fewer than 50 employees -- grew fast from 2004-2007.

FASTEST GROWTH

SLOWEST GROWTH

Rank	Metro area	Small business growth rate	# of small businesses (1-49 employees)
1	Kingsport, TN	43.7%	6,087
2	St. George, UT	29.8%	4,224
3	Provo, UT	23.0%	10,525
4	Bend, OR	22.6%	6,554
5	Palm Coast, FL	22.4%	1,888

Best Places Winners


 Show: [All 50](#) [Top Large Places](#) [Top Midsize](#) [Top Small](#)

Top 25 Lists

[Small business growth](#)
[College-educated workers](#)


Find your law

Do you prefer a place is:

The factors that matter most to me are:

☐ Affordable wage

☐ Educated workers

☐ Low crime

Where We Were

The 1999 Economic Summit

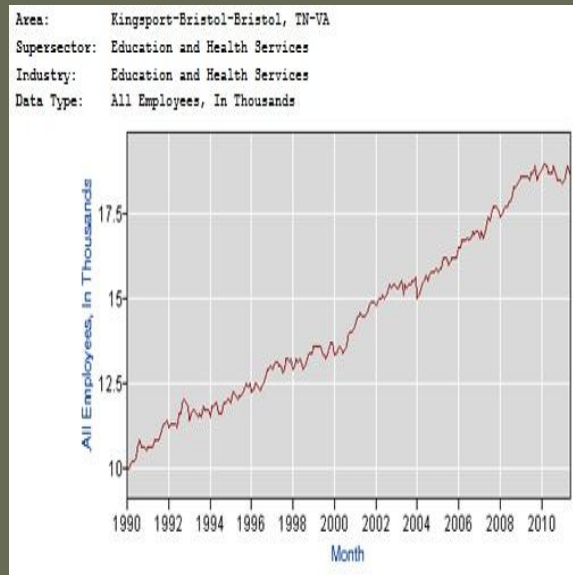
Economy in Transition

Transitioned from 'working hard' to
'working smart'

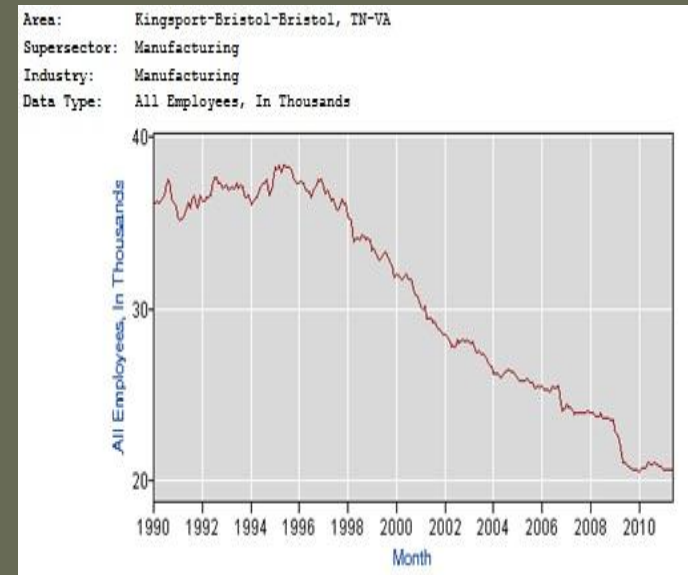
Higher Ed = Hired

2010 Employees By Occupation	Count	
<i>"White Collar" Employees</i>	32,038	53.4%
Administrative Support Workers	9,705	16.2%
Executive Managers & Administrators	6,146	10.3%
Professional Specialty Occupations	7,547	12.6%
<i>"Blue Collar" Employees</i>	27,914	46.6%
Other Services Site Based	8,398	14.0%
Precision Craft & Repair	6,189	10.3%

EDUCATION & HEALTHCARE JOBS



MANUFACTURING JOBS



What is . . Economic Development

- **Common definition**

- Vaguely related to business attraction, industrial growth, home building, or some type of construction
- Job creation

- **Precise definition**

- A net gain of money flow, called an “economic base” into the community.

- **In general terms**

- The development of economic wealth of countries, regions or communities for the well-being of their inhabitants.
- The sustained, concerted actions of policymakers & communities that promote the standard of living and economic health of a specific area.

What is . . Economic Development

- **Policy perspective**

- Efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base.

- **Economic Growth**

- Market productivity & rise in GDP

No single definition incorporates all of the different strands of economic development

- **Typically described in terms of objectives**

- Creation of jobs & wealth
- The improvement of quality of life

What is . . Economic Development

- **A process that influences growth & restructuring of an economy to enhance the economic well being of a community.**
- **Encompasses 3 major areas**
 - Policies that government undertakes to meet broad economic objectives including inflation control, high employment and sustainable growth
 - Policies & programs to provide services including building highways, managing parks & providing medical access to the disadvantaged
 - Policies & programs explicitly directed at improving the business climate through specific efforts in business finance, Marketing, Neighborhood development, Business retention & expansion, Technology transfer, workforce training and Real estate development (primary focus of ED professionals)

Traditional vs. Non-Traditional

- **Traditional**

- **Manufacturing / industrial businesses**
- **Smoke – stack chasing**
- **Reactionary approach**
- **Attract & retain with monetary incentives alone**
- **Economic Developers “create jobs”**

- **Non- Traditional**

- **Economic & Community Development programs in place to assist businesses achieve their goals**
- **Proactive approach**
- ***Prefer collaborate over cooperate***
- ***Accessible, affordable, applauded, diverse, distinctive, & dynamic***

Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
- Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / TIF / PILOT
- Public arts, sculpture, music, cultural amenities



*Broad Street Redevelopment
Concept Plan 2001*

In-migrants to Kingsport

Primary: “Stable Careers”

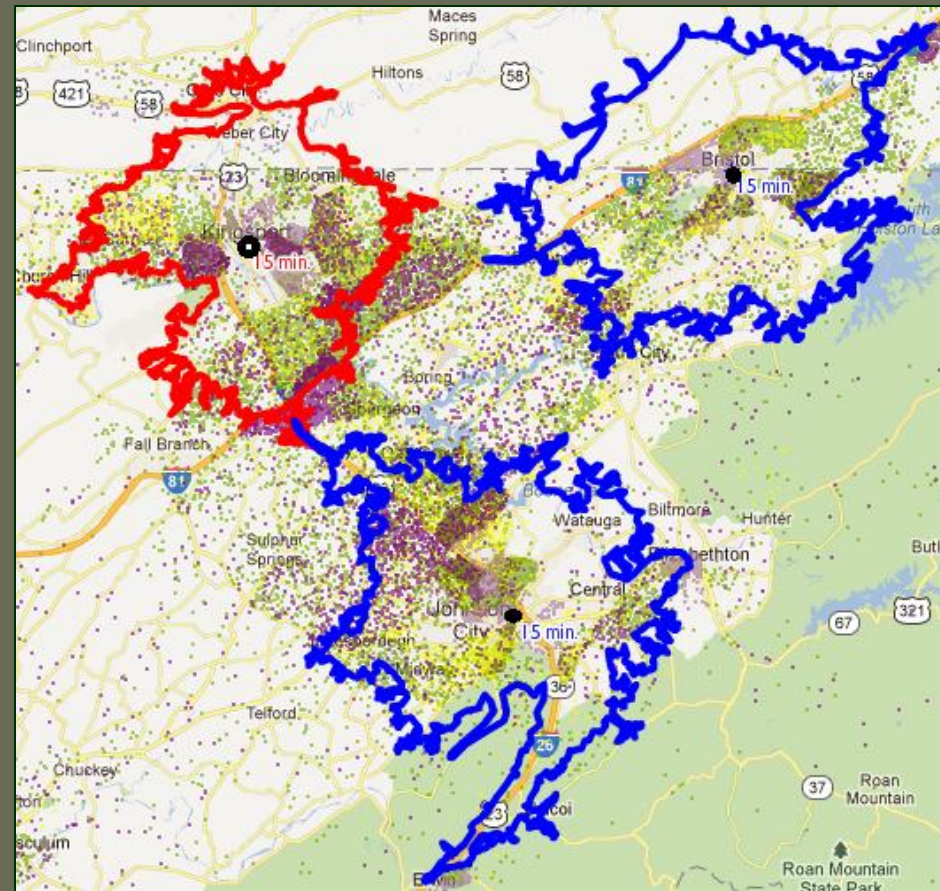
Young and ethnically diverse singles living comfortable lifestyles.

Secondary: “Steadfast Conservatives”

Mature singles and couples living in middle-class urban neighborhoods.

Tertiary: “Urban Commuter Families”

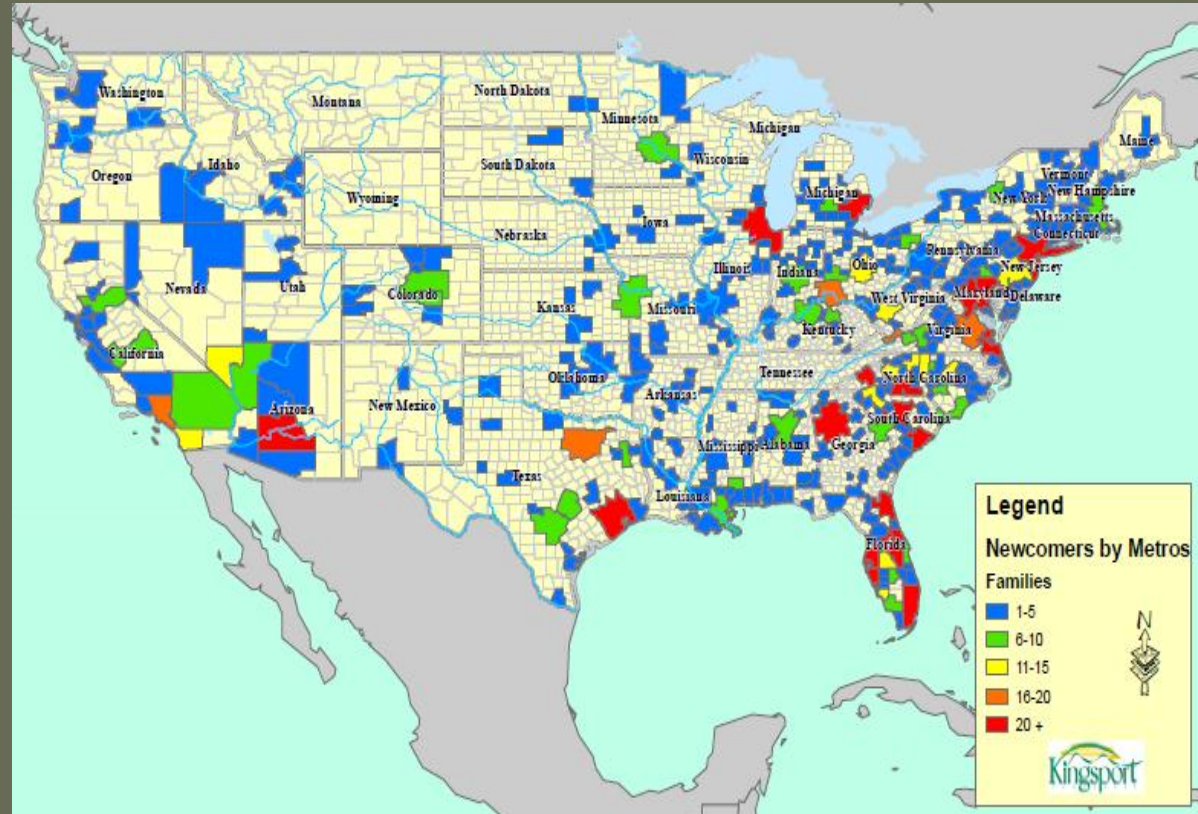
Upscale, college educated boomer families and couples living in comfortable, single detached homes in city neighborhoods.



Source: Buxton Analysis

Top Metros Moving to Kingsport FY06-FY12

1	Tampa Bay, FL
2	Washington, DC-VA-MD-WV
3	Atlanta, GA
4	Miami-Ft Lauderdale, FL
5	New York-Northern NJ
6	Asheville, NC
7	Charlotte, NC-SC
8	Orlando, FL
9	Va Beach-Norfolk, VA-NC
10	Deltona-Daytona, FL
11	Detroit, MI
12	Chicago, IL-IN-WI
13	Houston, TX
14	Baltimore, MD
15	Charleston, SC
16	Phoenix, AZ
17	Jacksonville, FL
18	Sarasota-Bradenton, FL
19	Columbia, SC
20	Dallas-Fort Worth, TX
21	Cincinnati, OH-KY-IN





Kingsport Academic Village brings 2,100 students downtown

Then and Now	1999 Summit	2010 ACS 5-Yr
College degree or higher	18%	32%
Median age	42.3	43.7
Over 65	21%	20%
Median Family Income	\$30,279	\$51,826

Harvard recognizes city's efforts to spur education

Most residents already consider Kingsport a special place. All the same, it's gratifying that the city has been identified by Harvard University as creating some of the most innovative education initiatives in the nation.

This week in Washington, D.C., the Ash Institute for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University honored Kingsport as one of only six winners of the 2010 Innovations in American Government Awards.

The prestigious award is a recognition from one of the top universities in the nation of Kingsport's years of work in promoting and advancing higher education — from the Educate and Grow program, to the newly opened Kingsport Center for Higher Education, to the idea of creating an Academic Village in downtown Kingsport.

As Mayor Dennis Phillips noted, the incredible accomplishment will "draw attention to not only Kingsport, but



Price 75 Cents



94th Year, Number 271

Haslam says 'Educate and Grow' could go statewide

■ **'Educate and Grow'** scholarship program allows every high school graduate who



HASLAM

standards to attend four

The program, funded by city and county taxpayers, allows every high school graduate who meets entrance requirements and minimum academic standards to attend four

Education a family affair for Church Hill foursome

■ **'As long as** you're willing to learn, you will learn here.'

— Troy Christian

By RICK WAGNER
rwagner@timesnews.net

KINGSPORT — When it comes to the Kingsport Center for Higher Education, the Christian family of Church Hill is keeping it all in the family.

Dad Troy Christian, mom Teresa,



and professors and among students.

"They're really here to help us learn," Teresa said of the professors, including her anatomy professor, whom she talked with as he came through a hall at the center during the family's recent interview. "You're about get to know everybody in your classroom by the end of the semester on a personal level."

Of the Christians:

• Troy has worked at Donmar for about four years. About three years

More than 75% of workforce in establishments with <9 employees



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2010	Count	%
1-4 Employees	1,381	56.4%
5-9 Employees	472	19.3%
10-19 Employees	290	11.8%
20-49 Employees	181	7.4%
50-99 Employees	75	3.1%
100-249 Employees	36	1.5%
250-499 Employees	8	0.3%
500-999 Employees	3	0.1%
1,000+ Employees	4	0.2%



I-26 Gateway

Leisure, Hospitality, Professional, Medical



\$127,645,200 in spin-off
private taxable
investments

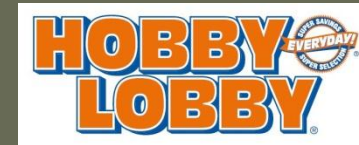
(1998-2011 Sullivan Co Public Tax Records)



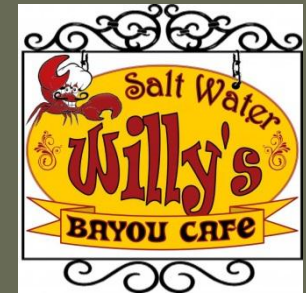
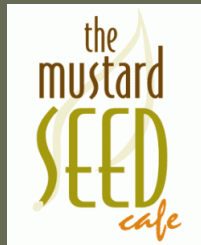
The 1 year increase from 2008-2009 (\$22,576,400) was greater than the total property value in 1998 (\$22,496,860)



Since 2005, all of these have
located on a **redeveloped** site



Kingsport has the largest concentration of thriving locally-owned restaurants whose sales and popularity only seem to grow as each national franchise opens

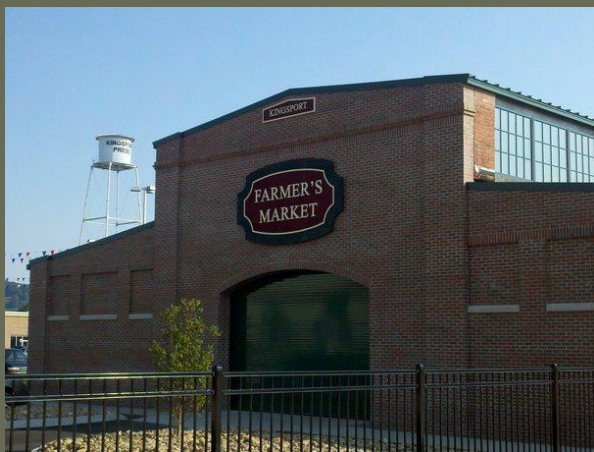


Downtown Kingsport Renaissance

\$114.9 million appraised value

\$41.7 million in private taxable
investment (1998-2011)

Excluding churches, hospital,
higher education (an additional
\$129,000,000)



Parking Garage

- ☀ \$4.5 million / 364 spaces / 3 levels
- ☀ Public restrooms for special events
- ☀ Opened Summer 2011
- ☀ 10,000 sf of privately-funded development space (2-3 levels)
- ☀ Parking will remain FREE for the foreseeable future
- ☀ Developer has extensive experience in rebirth of Chattanooga and Knoxville downtowns



KINGSPORT PUBLIC PARKING STRUCTURE



Kingsport's Farmer's Market is by far the largest and longest running natural foods market in the region, bringing locally grown foods to market *twice a week*



Downtown Kingsport's Concert Series attracts thousands of visitors every Thursday and Friday night from May through early



DOWNTOWN KINGSPORT CONCERT SERIES 2012

THURSDAY NIGHT

FRIDAY NIGHT

- MAY 17** USAF STARLIFTER BAND
- MAY 24** SCOTT MILLER BAND
- MAY 31** HUNDRED ACRES & GUEST
- JUNE 7** WEBB WILDER
- JUNE 14** DAVE MATHEWS TRIBUTE BAND
- JUNE 21** CHAIRMEN OF THE BOARD
- JUNE 28** CHINA GROVE
- JULY 26** BRINLEY ADDINGTON & NASH STREET
- AUG 2** SLIPPERY WHEN WET (BON JOVI COVER BAND)
- AUG 9** ATLANTA RHYTHM SECTION
- AUG 16** BENNY WILSON BAND & IVY ROAD

- MAY 11** NILICHUCKY RIVER BAND
- MAY 18** GLADE HOLLOW BAND
- MAY 25** REPUBLIC STEEL
- JUNE 1** TONY HOLT & THE WILDWOOD VALLEY BOYS
- JUNE 8** US NAVY BLUEGRASS BAND
- JUNE 15** RASIN CANE BAND
- JUNE 22** CODY NORRIS & WATAUGA MT. BOYS
- JUNE 29** WEST BOUND RANGERS
- JULY 6** SHANNON & HEATHER SLAUGHTER & COUNTRY CLARE BAND
- JULY 27** STEVE HELTON & FLINT RIVER BOYS
- AUG 3** SCOTT COUNTY BOYS
- AUG 10** SHADOW RIDGE
- AUG 17** TYLER WILLIAMS BAND
- AUG 24** TENNESSEE SKYLINE
- AUG 31** EAST TENNESSEE STATE BLUEGRASS BAND



TEXT "CONCERTS" TO



Kingsport is green!

Household Green Index	
Kingsport	106.3
Asheville	103.4
Bristol	101.7
Johnson City	101.1
USA	100.0
South Atlantic Region	96.6
Knoxville	92.8
State of North Carolina	91.0
State of Tennessee	90.4
East South Central Region	88.4

Mosaic® USA is a registered trademark of Experian. National Business Database, INSOURCE™ consumer demographics, Consumer Expenditure (CEX) Data Source: Experian.

Litter free events



26 years



2006 Affiliate of the Year



32 years



Wetlands Project

- ☀ Reedy Creek and Horse Creek traverse 28 miles across Kingsport
- ☀ 1,600 acres of undevelopable floodway
- ☀ 8,000 acres of adjoining flood fringe
- ☀ Cutting edge commitment to environmental stewardship
- ☀ Kingsport has the greatest opportunity to make the biggest impact in the region
- ☀ City assume ownership (or conservation easement) of undevelopable lands, natural filter for watershed
- ☀ Tax break for landowners
- ☀ First mitigation sites are adjacent to John B. Dennis Highway and East Stone Drive



In the works . .

YMCA and Aquatic Center



- ★ \$15 million
- ★ Fitness, Competition, Wellness, Leisure
- ★ Zero depth entries, ADA accessible
- ★ Family/assisted changing rooms
- ★ Indoor-Outdoor
- ★ All ages and abilities
- ★ Collocated with new YMCA
- ★ Construction 2011, Completion 2013



Frank Theatres, Bowling Boutique & Cinegrille



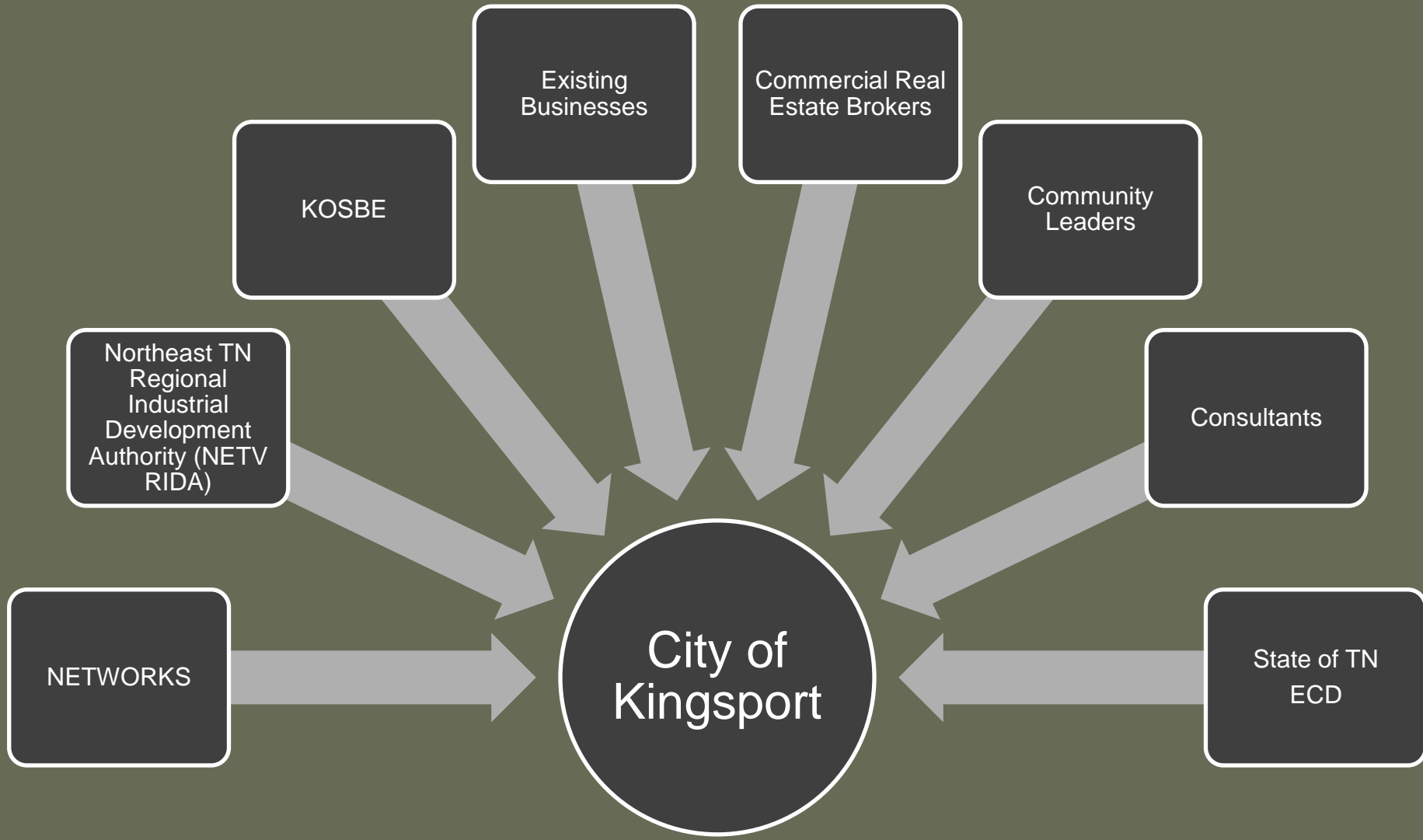
Supermarket Row / Bray Property – Upscale Urban Apartments (**Concepts** Shown)



1999 Economic Summit: "A well-oiled can of worms"



Today: A network of partnerships



Employment in Kingsport, TN-VA MSA	January 1990	% of All Jobs	December 2011	% of All Jobs	Change (Jan 1990- Dec 2011)	% Change 1990-2011
Education and Health Services	10,000	9.43%	19,200	16.07%	9,200	6.63%
Leisure and Hospitality	6,500	6.13%	11,600	9.71%	5,100	3.58%
Mining, Logging, Construction	3,100	2.92%	6,900	5.77%	3,800	2.85%
Professional and Business Services	6,200	5.85%	8,900	7.45%	2,700	1.60%
Government	12,600	11.89%	16,200	13.56%	3,600	1.67%
Financial	3,100	2.92%	4,500	3.77%	1,400	0.84%
Other Services	3,400	3.21%	4,300	3.60%	900	0.39%
Information	1,900	1.79%	2,300	1.92%	400	0.13%
Trade, Transportation and Utilities	22,900	21.60%	24,700	20.67%	1,800	-0.93%
Manufacturing	36,300	34.25%	20,900	17.49%	-15,400	-16.76%
TOTAL	106,000	100.00%	119,500	100.00%	13,500	← Net Gain

7.2% = **Kingsport-Bristol, TN-VA**

7.3% = Johnson City, TN

7.5% = Asheville, NC

7.7% = Greenville-Mauldin-Easley, SC

9.2% = Spartanburg, SC

7.9% = Columbia, SC

7.8% = Charleston-North Charleston, SC

8.2% = State of Tennessee

8.4% = Savannah, GA

8.8% = Memphis, TN

9.3% = Chicago, IL

9.5% = Jacksonville, FL

10.5% = Deltona-Daytona, FL

9.7% = Orlando-Kissimmee-Sanford, FL

10.3% = Tampa-St. Pete-Clearwater, FL

Jobs

updated December 2011

Quick Summary of Unemployment Rate:

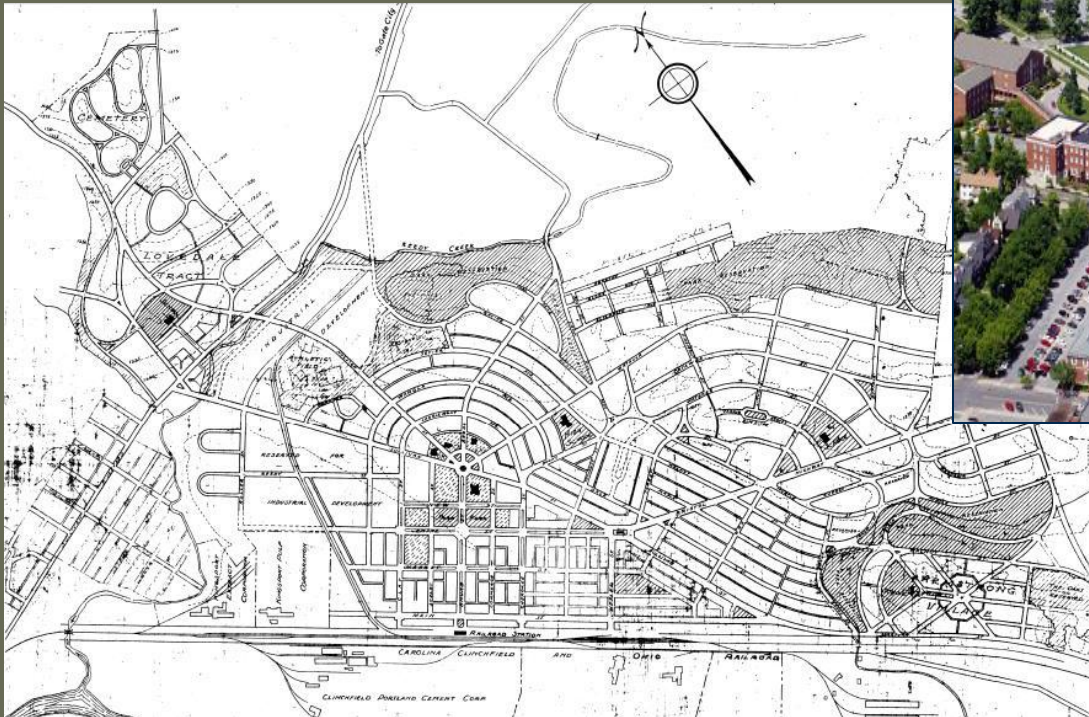
Sullivan County	7.1%
Kingsport-Bristol, TN-VA MSA	7.2%
Johnson City-Kingsport-Bristol, TN-VA CSA	7.3%
Hawkins County	7.5%
United States	8.2%
State of Tennessee	8.4%

CITY OF KINGSPORT	2006	2010	2011
Unemployment Rate	6.0%	8.8%	7.9%
Population	44,758	48,205	50,851
Labor Force	19,050	19,430	19,650
Employed	17,910	17,730	18,100
Unemployed	1,150	1,710	1,550

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"Were I to undertake to define the spirit underlying every step in the growth of Kingsport, from the days of its humblest beginning until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interest beneath the individual effort to assure the greater good for the greatest number."

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To Bristol